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General Comments MAP LIBRARY DIVISION

PROBLEM: LOCATION

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In *The* [redacted] two-page summary of the *referenced report* ~~OSI~~, *is made* he mentions, in item 6, on page two, that:

"The principal problem of the Map Library Division pertains to its physical location and isolation. We have no recommendation to make on this point."

It is somewhat difficult to believe that an in-depth review of the Map Library Division, such as was conducted, can first identify the principal problem, second, state that it has no recommendation to make on the matter, and third, go on to treat of other than the principal problem in detailed fashion.

It is the opinion of this Office that the principal problem of the Map Library Division has been properly identified by [redacted]. The Map Library is located some ~~ten to~~ twelve miles and twenty to thirty minutes from Headquarters, where the major body of map customers is employed. This separation is highly detrimental to effective service and contact. The Map Library has sought to combat this by the establishment of branch libraries at Headquarters and in Rosslyn. The fact still remains, however, that the main bulk of unique maps which constitutes the Loan Copy Collection is housed in [redacted] and is available to customers only with an extra expenditure of effort on everybody's part.

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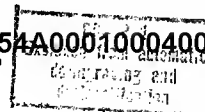
Supervisory personnel, and undoubtedly many others, explained this problem to [redacted]. Even after the survey by [redacted] was completed, the Division Chief called ~~him~~ *the Branch Chief*, and asked that he return to the Map Library Division to meet with the Chief and his Branch Chiefs to discuss the locational problem.

[redacted] returned at our request on December 11, 1969, and during that meeting the following was presented:

- a. The frustration that the Map Library experiences in trying to achieve maximum utilization of a fine Map Library when it is remotely located from the Agency for which it is operated. In addition to the sheer distance factor, and no Agency bus connections, there are the related factors of long courier lines, lack of secure voice communications, distance from professional counterparts, enforced duplications of reference facilities (Headquarters and Rosslyn), and other problems.
- b. The personal discontent experienced by a significant part of the staff because they are employed in this remote and very undesirable physical location. We have had one prospective employee absolutely refuse to even consider working in this area. Cars of Map Library employees have been broken into and items stolen,

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25X1A6a there has been one robbery at gunpoint right outside of Building
 [REDACTED] At best, the location presents concrete problems in terms
 of recruiting and holding good professional and clerical per-
 sonnel.

- c. The Chief, Map Library Division and his Branch Chiefs realize
that there is no magic formula for suddenly creating 17,000 square
feet of space in the Headquarters Building. This management group,
however, does feel that there are other possibilities than a
"100% or nothing move". Accordingly, a number of alternatives
to the "100% or nothing move" concept were presented to [REDACTED] 1. G.

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25X1A6a Alternative 1: Move the entire Map Library now in Building [REDACTED]
to a new location in North Arlington or Fairfax County, conven-
ient to Headquarters, the Rosslyn complex and the ~~various other~~ *South Building*
~~agencies with which the Map Library works closely.~~ The location
should be served by shuttle bus and have adequate parking. The
Westgate-Tyson's Corner, ~~or~~ *in South Building* Rosslyn area appears especially suited
to this alternative. With no change in allocation for branch
reference facilities, this alternative would require the same
space as that now occupied in Building [REDACTED] namely 17,000 square
feet.

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Alternative 2: Expand the Headquarters Facility from its present
1,000 square feet to 5,000 square feet. This would permit the
upgrading of reference capabilities in support of Headquarters
personnel to a higher level and maximize utilization of the Map
Library's best resources which are not now readily available in
the Headquarters Building.

Move the remainder of the Map Library to a new location in
Virginia, *in Arlington* as outlined in Alternative 1.

This Alternative 2 would reduce space requirements for the
main element of the Map Library by approximately 4,000 square
feet to 13,000 square feet of combined office space and map
file space.

Alternative 3: This alternative takes cognizance of the relative
costs of office space and warehouse type space:

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- a. Expand the Headquarters Facility from 1,000 to 5,000
square feet.
- b. Relocate the remaining Procurement, Processing and
Reference staffs, and publications to office space in
Virginia (as in Alternative 1).
- c. Relocate the Library's storage and distribution activities
to warehouse space somewhere in Virginia [REDACTED]
[REDACTED] or secure leased space.
- d. This Alternative would require space allocation as follows:

Headquarters - 5,000 sq. ft.

Virginia - (Office Space) 8,000 sq. ft. (with 3,000 sq.
ft. map files)

Virginia - (Warehouse Space) 4,000 sq. ft.

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Alternative 4: This Alternative deals mainly with the concept and belief that something can be done to improve the situation of the Map Library Division, with respect to its location, as it affects customer relations and general personnel discontent:

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a. Move all elements except Distribution and Storage from Building [REDACTED] Virginia - as mentioned in Alternative 1. This could be in conjunction with an expansion of the Headquarters Facility.

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b. Solve a problem for O/L by moving the supplemental map distribution unit, now in the [REDACTED] (with a rapidly expiring lease) into the space which would be vacated in [REDACTED] one of the suggested moves. The Map Library might possibly absorb full responsibility for handling the secondary distribution of these maps, thus saving some O/L manhours.

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c. Other possibilities must certainly exist.

It is the conviction of the Management of the Map Library Division and of the Office of Basic and Geographic Intelligence that there must be some partial solution to the basic locational problem of the Map Library that may be found. No additional space is being requested. The DDI's feelings on this matter are well known. What is being asked, however, is a re-allocation of existing space to improve service and customer relations as well as personnel safety and comfort.

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The Director, OBG, has already been advised by [REDACTED] that Mr. Gordon Stewart, Inspector General, will make no recommendation with respect to a move of the Map Library Division. The Director, OBG, feels that the attempt to solve the principal problem of the Map Library Division must be made. He also recognizes that there are the following offices in which some action on this matter may be initiated, in addition to his own:

1. Office of the Inspector General - HR 1-3, 3.a.(2)(a) states that: "The Chief, Inspection Staff shall survey and evaluate the assignment and performance of the missions and functions prescribed for all components of the Agency and make recommendations for such improvements as may assist them more fully to perform their appropriate functions."

The Director, OBG, believes that it is within the scope of the above responsibility that the OIG RECOMMEND A STAFF OR COMMITTEE STUDY OF THE LOCATIONAL PROBLEM OF THE MAP LIBRARY DIVISION.

2. Office of the Deputy Director for Support - HR 1-14a states: "The Deputy Director for Support is responsible for overall support of all intelligence, operational, and related activities. He shall direct and coordinate the activities of the Offices of Medical Services, Communications, Logistics, Personnel"

It is, therefore, within the responsibility of this office to review the locational problem of the Map Library, and especially

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if this matter has been identified by the OIG as the Map Library's principal problem.

3. Office of the Deputy Director for Intelligence - The Director, OBG, reports directly to the DDI, and believes that the DDI, backstopped with a recommendation from the OIG, could be most helpful in the initiation of a study of the locational problem.
4. Director of The Central Intelligence Agency - Obviously, if advised by the OIG of the need for a study of the Map Library's locational problem, the Director could direct that such a study be made.

If the OIG does not make a recommendation for the proposed study, the plight of the Map Library will continue without consideration. *I think* ~~It would seem to this Office that~~ the OIG must make a recommendation with respect to this basic problem. Without this recommendation, it would seem that the hundreds of man hours invested in the Inspection have been wasted.

Accordingly, ~~as Director of the Office of Basic and Geographic Intelligence,~~ I recommend that the OIG, in the Final Inspection Report of OBG,

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1. recognize, as has already been stated by *the I.G. team leader* [redacted] that "The principal problem of the Map Library Division pertains to its physical location and isolation."
2. make a specific recommendation with respect to recognition of this problem and its repercussions upon customer relations and Map Library personnel.
3. hopefully, recommend that a staff committee be established to study the problem and seek some partial solution of the problem, even if it be recognized at the moment that 100% success may not be achieved.
4. insure that such recommendation be brought to the attention of the DDS, DDI, DCI, or other appropriate authority.

the Executive Director

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SECRETRecommendation No. 22*(page 60)*

"That the Director, Basic and Geographic Intelligence, provide an additional Records Clerk position, preferably at the GS-06 level, for the Collection Section."

There has been a dramatic increase in the workload of the Collection Section in the 10-year period FY-60 to FY-70.

	<u>FY-60</u>	<u>FY-70</u>
Maps supplied	321,741	642,921
Maps filed	402,576	843,062

The number of maps supplied has increased by approximately 100% and the number of maps filed by 109%.

Since FY-60 the TO of the Collection Section has been reduced by 2 slots. In FY-60 the TO was 7 slots. The authorized TO is now fixed at 5 persons. This means that 28% fewer persons are performing work which has increased 100% plus since FY-60. The increased workload and lack of personnel requires considerable overtime. In FY-70 it will amount to approximately 1,570 hours or three-fourths of a ~~person~~ ^{man year}. More overtime could profitably be used if available.

It is obvious from the foregoing analysis that the recommendation for an additional Records Clerk position is realistic and Map Library management concurs with the recommendation. However, considering the relative order of priorities in OBG as a whole, and in view of the series of personnel reductions over the past several years, *it cannot justify the follow this recommendation.*

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Recommendation No. 23

(page 64)

"That the Director, Basic and Geographic Intelligence, establish the position of Deputy Division Chief for the Map Library Division, and, in consultation with the Chief, Map Library Division, appoint a qualified individual to that position."

This recommendation, if implemented, would create a situation in the Map Library where two men would be doing essentially what is one job. There is no line responsibility for a Deputy Chief, nor is need for one seen.

It is believed that the matters which caused this recommendation to be made may be resolved without the establishment of a new position. The major problems mentioned by [REDACTED] related to services and conveniences to employees and counseling and guidance with them. A simpler solution, and a much less expensive one, would be a recommendation that the Division Chief pay more attention to these matters. *I have so directed.*

The Division Chief has already taken the following steps since the time of the Inspection:

- a. met with employees and discussed the establishment of a film program at the Map Library; purchased a projector and screen; initiated a weekly film program. One film is shown on Wednesday and Thursday of each week, at noontime, and all employees are able to recommend to the employee in charge of managing the film program that any particular film they may wish to see be introduced into the program. The film showings are crowded each day.
- b. reviewed with employees the situation of a coffee room. The Map Library is so located that an employee has to negotiate six stairways to buy a cup of coffee in the rather bad cafeteria next door. The Map Library employees set up their own coffee percolator, using their funds, and have a "coffee subscription" program going. A very drab room which houses electrical and other equipment, is currently used for a coffee room. On February 18th a request was placed for the construction of a new room on the existing premises. This is apparently locked up in priority problems now. It has been approved by management in OBG and in the DDI. The hang-up is now in Logistics or SSA or some such place. But, a room will be built. This room will be used for (1) a briefing room, (2) a projection room, and (3) a coffee room.
- c. reviewed and re-structured the parking situation. As currently constituted, the parking spaces now available to Map Library employees will be rotated in such a manner that all employees who drive will have an opportunity to use a Reserved spot anywhere from two to twelve months per year. The system will result in nearly 100% use of all Reserved parking places assigned to the Map Library.

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- d. initiated a review of procedures for Emergency evacuation of the Map Library, [REDACTED]
- e. re-distributed the Security Regulations which were re-issued by the Director, OBGI, on 9 April 1970.
- f. initiated a review of the system relating to distribution of Vacancy Notices, notification of applicants, etc. This was announced in a Divisional meeting, and will be reported on in the next one.

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- g. a new administrative procedure has been implemented to record or log all maintenance and housekeeping requests. Since the response time by GSA [REDACTED] is extremely slow and often the requests are ignored, this log will provide a record of the date of request, date of follow-ups and the date of completion of each project. Such a system will provide employees with a status report on actions and a systematic follow-up should improve GSA response.

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These actions, together with a fortified recognition on the part of the Division Chief that close contact should be maintained at all times with *the I.C.* these types of problems, should solve the situation as commented on by [REDACTED]

Since the Chief, Procurement Branch has additional responsibility as Deputy Division Chief and is also Acting Division Chief when the Chief is absent, he has been assigned specific Division responsibilities for assisting in areas dealing with: training, career development, maintenance and housekeeping, security, records management, planning, budget and employee benefits. To provide more time for the Chief, Procurement Branch's participation in Division activities, some of the routine branch duties have been transferred to the Deputy Branch Chief. It is believed that this additional attention and concentration on Division operational and management problems will provide necessary assistance in implementing Division programs and continuity when the Division Chief is away.

With respect to career development, a full look is being taken at this matter, with the Division Chief and Branch Chiefs participating. This will result in each employee having a better understanding of his situation in the Map Library without the intervention of a "Deputy Chief" who has no line responsibility in the Library structure.

It is ~~the full~~ ^{my} belief, on the part of OBGI, that this Recommendation ~~No. 23~~ should not be implemented. This is a situation where a small amount of emphasis or concentration, with no structural changes in management of the Map Library, can effect and already has effected, a number of changes which should react to the benefit of Map Library employees.

Over a period of many years, the Map Library has enjoyed an excellent record, and has made a fine name for service to customers. It has done this under the existing structural situation. It is our belief that it is the finest Map Library of its kind in the world.

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Recommendation No. 24

(Page 68)

"That the Deputy Director for Intelligence direct the Chief, Information Requirements Staff, to survey:"

Item a): "Agency and community requirements for foreign produced maps and mapping publications."

It is believed that the Map Library has an effective program for identifying both CIA and community requirements for maps and related materials. The following five points relate to the present approach to map collection requirements.

1. Community requirements for foreign produced maps are continually reviewed and revised. The Summary of Requirements for Maps and Related Materials which is sent to the 8 Geographic Attachés and 140 part-time Map and Publications Officers is revised every six months (most recent copy attached). Revision is coordinated with each participating agency.
2. Four to six weeks prior to each Geographic Attaché mission each participating agency is informed of the GA mission and requested to provide specific requirements for maps.
3. MLD requirements for maps needed by CIA components are based on Map Library knowledge of: the various activities of the Offices of CIA; requests to the MLD Reference Branch for maps; review of CIA Daily and Weekly Intelligence publications; Current Intelligence Reporting Lists; Reading Panel Requirements for Intelligence Information; CIA requirements on DOD for production of maps; Critical Collection Priority Committee List; and Priority National Intelligence Objectives.
4. Both the Chief and the Deputy Chief of the Procurement Branch have attended the Mid-Career Training Course, which provides considerable depth in agency research and operations. It is also the policy that the Chief of Reference periodically visit CIA research offices to discuss their map needs. The more than 20 years experience the Division Chief has had in the Agency and in map collection activities contributes significantly to the knowledge of needs and requirements for maps.
5. A new program directed towards improvement of MLD responsiveness to CIA requirements and need for maps and related materials is being initiated. The new quarterly list of DDI research projects (secret-sensitive) is being reviewed by the Chief of Reference Branch and Chief of Procurement Branch to determine: (1) If the Map Library

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Item b): "The usefulness of the products acquired by the [REDACTED] Program and the extent to which those projects are reflected in U. S. Government produced maps."

25X1C4a Most of the agencies participating in the map collection program have been in the program since 1947. Their continued support in the form of funds for the purchase of maps, materials for exchange purposes, technical briefings for the [REDACTED] and specific requirements for map collection is an indication of satisfaction of the program objectives and results.

1. Enclosed are letters from the U. S. Army Map Service (now U. S. TOPOCOM) and National Security Agency which were received from these agencies indicating concern about [REDACTED] reductions in 1968. Both letters provide strong support of the Map Collection Program.
2. Maps and geographic data obtained [REDACTED] are essential to the programs of map compilation and geographic research in the Office of Basic and Geographic Intelligence. Research would be seriously hampered without an aggressive and continuing map collection effort.

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*throughout the
DD/P*
Item c): "The validity of the process by which foreign map collection requirements are generated and the need for a more formal map collection requirements program."

On 6 February 1970 discussions were held with the Chief, Operations Branch, Human Resources Group, IRS, concerning the relationship between the Map Library and IRS. The following actions have been taken:

1. Map Library requirements to DCS will be sent to IRS.
2. IRS will review the requirement to determine if additional offices in CIA have requirement which should be included. If so these will be forwarded under the same requirement number.
3. Map Library will inform IRS of materials received and action taken on MLD requirements.
4. MLD and IRS will coordinate on non-map receipts to insure receipt by interested officers in CIA.
5. IRS will provide MLD with copies of all outgoing requirements for a few months so MLD can determine the potential for map collection. IRS will also provide MLD with "Notices of Intelligence potential."

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6. MLD is also providing IRS with monthly reports [REDACTED]
[REDACTED] This will provide an opportunity for IRS to evaluate the
potential of [REDACTED] to fill requirements of various CIA officers.
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7. MLD is also disseminating monthly reports of [REDACTED] to CRS so
dissemination of information on their map procurement, reporting
and visits to agencies can be made available to CIA offices.

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Presentation of the above details of MLD efforts to meet CIA needs for maps, and the actions taken regarding problem areas identified by the IG inspection, should in our opinion make the recommended survey unnecessary. Should a survey be conducted by IRS or others, MLD will provide full cooperation and support.

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SUMMARY OF REQUIREMENTS FOR MAPS + RELATED MATERIAL (REVISED APRIL 1970)

Maps	Total	INR	M	LC	TPC	ACIC	SA	USGS	C+GS	NO
Agriculture.	3	2	1	-	-	-	-	-	-	-
Aeronautical charts	9	2	1	1	5	-	-	-	-	1
Airfields.	3	-	-	1	2	-	-	-	-	1
City plans-1:5,000 + smaller	6-9	2-3a	1	3	1f	1a	-	-	-	-
When above scales are not available										
1:2,000 to 1:5,000.	6-8	2	1	3	1f	1a	-	-	-	-
Larger than 1:2,000	1-2	-	info	1	1f	-	-	-	-	-
Port plans, except W. Europe + Japan	5-8	2	1	2	1f	1a	-	-	-	1
Climate.	4	2	1	1	-	-	-	-	-	-
Fishing.	3-4	2	1	-	-	-	-	-	-	1
General maps of a country 1-2 sheets	8-9	2	1c	3	1	1	-	-	-	-
Geodetic (triangulation + levelling)	3	-	-	2	1	-	-	-	-	-
Geophysical-gravity.	3	-	-	2	1	-	-	-	-	-
magnetic declination	3	-	-	1	1	-	-	-	-	1
Geological-general (1-2 sheets).	3-6	2	1	2g	1f	-	1e	-	-	1
Health	4	2	1	1	-	-	-	-	-	-
History.	3	2	1	-	-	-	-	-	-	-
facsimiles of old maps.	1	-	1	-	-	-	-	-	-	-
Industry	6	3	1	1	1	-	-	-	-	-
Inland waterways	8	3	1	3	1	-	-	-	-	-
Land-use-small scale	5	2	1	1	-	1	-	-	-	-
large scale	1	-	s	1	-	-	-	-	-	-
Maps of space, moon + planets	7	2	1	2	1	1	1e	-	-	-
Military	7	2	1	2	1	1	-	-	-	-
Minerals	5	3	1	1	-	-	-	-	-	-
Ocean waterways + ocean bottoms	5-6	2	1	1	-	1	1e	1e	1k	-
Hydrographic charts (except British)	0-3	1f	0	1f	-	-	-	-	-	1k
Oil	6	3	1	1	1	-	-	-	-	-
Population-distribution, ethnology, linguistics.	5-6	3	1	1h	-	1	-	-	-	-
Physical-wall map, unmounted	5	2	1	2	-	-	-	-	-	-
uncommon types of relief maps	4	1	1	1	1	-	1e	-	-	-
Planning-showing existing conditions	4	2	1	1	-	-	-	-	-	-
Political-internal administrative + boundary	8	3	1	2	1	1	-	-	-	-
Power, electric transmission + plants.	7	3	1	2	1	-	-	-	-	-
Railroads.	9	3	1	3	1	1	-	-	-	-
Religion	3	2	1	-	-	-	-	-	-	-
Roads.	8-11	2	1	6b	1	1	-	-	-	-
traffic flow	5	2	1	2	-	-	-	-	-	-
Soils.	4	2	1	1	-	-	1e	1e	-	-
Telecommunications	9	3	1	3	1	1	-	-	-	-
Topographic maps-smaller than 1:1,000,000	7	2	1	3	1e	1	-	-	-	-
1:300,000 - 1:1,000,000	7	2	1	3	1e	1	-	-	-	-
1:100,000 - 1:300,000	7-9	2	1	5b	1e	1	s	s	-	-
1:20,000 - 1:100,000	6-9	2	1	5b	1e	1f	s	s	-	-
larger than 1:20,000	1	-	info	1	1e	-	-	-	-	-
Trade	3	2	1	-	-	-	-	-	-	-
Vegetation	5	2	1	1	1	-	-	-	-	-
Water Supply	5	2	1	2	-	-	-	-	-	-

- a. major cities of a country
- b. 3 copies for West Germany
- c. 2 copies on communist countries
- d. marine only
- e. exchange or gift

Areas of Interest to SA:

- 1. Sino-Soviet Bloc
- 2. Mainland Asia and Indonesia
- 3. Africa
- 4. Latin American

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- f. except, Member Agencies, Int. Hydro. Bur.
- g. large scale where no topo maps exist
- h. population distribution only
- i. samples

CONFIDENTIALSUMMARY OF REQUIREMENTS FOR MAPS + RELATED MATERIAL (REVISED APRIL 1970)

<u>Map Related Materials</u>	<u>Total</u>	<u>INR/M</u>	<u>LC</u>	<u>TPC</u>	<u>ACIC</u>	<u>SA</u>	<u>USGS</u>	<u>C+GS</u>	<u>NOO</u>
<u>Atlases</u>									
small pocket-size	1-3	2f	1	-	-	-	-	-	-
general world	5-6	2	1	1	1f	1	-	-	-
oceanographic	3	2	1	-	-	-	-	-	le
space, moon + planets	6	2	1	1	1	1	le	-	-
school, high level	1-5	2f	1	1f	1f	-	-	-	-
national	7	3	1	1	1	1	-	-	-
road (of a country)	8	2	1	3	1	1	-	-	-
city	7-8	2	1	3	1f	1	-	-	-
Bibliographies for map materials	4	1	1	1	1	-	le	-	-
Boundary + territorial claims	7	2	1	2	1	1	-	-	le
Cartographic aids + equipment	3	1	1	1	info	-	le	le	-
Gazetters	8	2	1	3	1	1	info	-	le
Glossaries	9	2	1	3	1	2	-	info	le
Geophysical agencies, annual reports	2	-	-	1	1	-	-	-	-
Graphic representation on photo coverage	2	1	-	1	-	-	-	-	-
Guide books	3-5	1	info	1c	1f	1	-	-	-
Linguistic aids	5	1	-	2	-	2	le	-	info
Map publishers catalogs + index maps	7	1	1	3	1	1	le	le	2e
Map signs + symbol sheets	6	1	1	2	1	1	le	-	-
Mapping agencies, annual reports, etc.	5-6	1	1	2	1	-	le	-	ldk
Oceanographic publications	2	-	-	1	-	1	-	le	les
Photo equipment + techniques	3	1	1	1	info	1	le	le	-
Pilot + sailing directions	3-4	1	-	1	-	1	-	-	lk
Place-name lists	8	2	1	3	1	1	-	-	le
Place-name changes	5	1	1	1	1	1	-	-	le
Report on Official-Informal letters on availability of Dictionaries, Foreign-English; Directories, Yearbooks, Gov't. Manuals; Geographic Journals; Insurance maps (e.g. Sanborn types); old maps and atlases; gravity data; Globes, Aeronautical information publications magnetic data.									

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